



DEPARTMENT OF THE NAVY
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IN REPLY REFER TO:
CMC/LR
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WHITE LETTER NO. 06-04

From: Commandant of the Marine Corps
To: All General Officers
All Commanding Officers
All Officers in Charge

Subj: TRANSFORMING OUR BUSINESS PROCESSES

1. The Marine Corps' main effort is excellence in warfighting. Integral to this highest objective is establishing processes that facilitate adaptation to a changing, dynamic world. To achieve this priority in the resource-challenged years ahead, we must take bold, informed actions that transform the way we conduct our business operations to both maximize prudent use of our resources and to free up resources to fund future Marine Air Ground Task Force (MAGTF) capabilities. We will be both effective and efficient. This "deep battle" must be fought with intensity and effectiveness and simultaneously enhance the Corps' flexibility and responsiveness to win the current battles and be ready to defeat our Nation's future foes.

2. As we transform our business processes, we must keep resources and leadership energy focused on combat capabilities. Necessary, but secondary efforts must be accomplished with the minimum resources possible. Unnecessary efforts that compete with our warfighting priorities will not continue to be resourced.

3. This transformation will be accomplished by the following:

a. Conducting end-to-end assessments of our business processes across the entire Marine Corps in order to improve support and free resources (dollars and Marines) for warfighting.

b. Reducing or eliminating investment in legacy systems and platforms that are not relevant to the 2015 force.

c. Taking informed risks and scrutinizing our business and support operations to ensure we get the most out of every dollar and that no resources are consumed by activities that do not add value to the Corps.

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d. Removing impediments to innovation and adopting proven best practices across our Corps.

e. Developing the output oriented cost and performance information we need for effective command and control of business operations.

f. Developing the business skills and capabilities among our Marines, especially our civilian Marines, to get this job done (e.g., managing service contracts effectively).

g. Clearly articulating the 2015 MAGTF capabilities and requirements, and putting a price tag on them so we can effectively resource.

4. Advocates and commanders will aggressively engage in the campaign to transform our business processes and will ensure this vision and these goals are deep-rooted across the Corps. The Deputy Commandant for Installations and Logistics will lead and coordinate our campaign, and will report progress to me through the Marine Requirements Oversight Council.

5. The campaign to improve the way we manage the business of our Corps will be among our most important initiatives that will ensure MAGTF relevance in 2015. It will not be quick, easy, comfortable, or without risk. But, by applying our basic values, concepts and principles of leadership, planning, warfighting, command and control, intelligence, and logistics to this campaign, we will ensure a stronger and more ready Marine Corps - firmly founded upon our unique traditions and culture. We are duty-bound to those Marines who we lead to prevail in this fight.



M. W. Hagee